

**FORT MONROE'S CYS STRATEGIC PLAN
2003**

FEB.4, 2003

Child and Youth Services (CYS) Mission Statement:

Enhance military readiness by reducing the conflict between mission and parental responsibilities, by managing and delivering, facility-based, home-based and outreach child care and youth services to eligible children and youth ages 4 weeks through 18.

PURPOSE: To increase availability, maintain affordability and improve CYS quality for eligible children and youth, IAW DOD policy, Army standards and statutory requirements.

VISION: A Model, "First Choice" Child and Youth Services program that provides year round exceptional services and programs.

GOALS:

- * To provide customer focused CYS programs through efficient, centralized organization of common administrative functions, i.e., budget, waiting list, procurement, registration, consolidated CYS structure for training, staffing and resources.
- * To increase resource and referral childcare choices through an expanded (Child and Youth Services Liaison, Education and Outreach CLEOS service.
- * To expand youth involvement in community service, sports and fitness, character development, through partnerships with local and national agencies.
- * To ensure quality programs by achieving and maintaining National Accreditation in all 3 service areas.

Strategic Plan Purpose:

To provide a strategic plan for CYS programs that incorporates the Installation Availability Plan (IAP), the CYS goals and objectives to meet the program needs for the Fort Monroe community, and program assessment to measure quality, availability and customer satisfaction.

Scope: This plan applies to all childcare, school age, middle school and teen programs operated or regulated by the Fort Monroe CYS program.

References:

- a. AR 608-10, Child Development Services, Feb 90.
- b. Interim Change AR 608-10, No 101, 30 Dec 94.
- c. AR 215-3 through 5, Morale, Welfare Recreation (MWR) Update 10, Oct 90.
- d. AR 215-1 NAF Instrumentality and MWR Activities.
- e. Army Youth Services Memorandum of Instruction, May 90.
- f. Letter of Instruction for Availability of Childcare in Army Child Development Services Systems, 9 Sep 93
- g. Department of Defense Instruction (DODI) 6060.2 and 6060.3
- h. Presidential Memorandum of March 1998
- i. Military Child Care Act (MCCA) 1989
- j. Public law 99-145, Youth Sponsorship

k. Public Law 102-109, Background Checks

- l. Rehabilitation Act 1973, Special Needs
- m. Installation Evaluation Tools for CDS, SAS, YS
- n. Boys and Girls Club Commitment to Quality
- o. BGC Standards of Organizational Effectiveness (SOE)

Planning Team Composition:

Chief, Child and Youth Services - Team Chief
Outreach Services/Family Child Care Director
CYS Administrative Assistant
Child Development Center Director
Child Development Center Assistant Director
School Age Services Coordinator
School Age Services Program Manager
Youth Services Director
Middle School Program Manager
Teen Program Manager
Training & Curriculum Specialist
Training and Program Specialist
School Liaison Officer
Youth Sports Director

Team Responsibilities:

- 1. Provide input to the strategic plan.
- 2. Work cooperatively with other team members to rightsize and implement required programs, share resources to meet shortfall, and determine community needs and improve customer service.
- 3. Participate in the development of short and long-term goals, action plans.
- 4. Develop a resource utilization plan for program improvement.
- 5. Market the plan.
- 6. Implement the plan within a timeline.

7. Participate in semi annual review of the plan to include the IAP.

FORT MONROE'S CYS Programs

Child Development Services (CDS):

Child Development Center (CDC) - offers fullday, partday and hourly childcare for age's 6 weeks - 5 years and occasional special event openings. NAEYC Accreditation April 1991 reaccruited April 1994, 1998, and 2003.

Family Child Care (FCC) - offers supervised, monitored quarters-based developmental childcare for age's 4 weeks-12 years.

School Age Services (SAS):

School Age Program: - supervised care for children in grades 1-5 during after school hours, school out days, summer and winter, spring breaks. Received national accreditation 2001.

Youth Services (YS):

Youth Program: - Supervised out of school options for high school and middle school youth in grades 6-12. Activities include: open recreation, youth sports, nutrition and fitness, youth volunteerism, youth sponsorship, leisure and recreation, homework assistance, technology, leadership and life skills, boys and girls club and 4-H programs. BGC certified 2003.

CYS Liaison, Education and Outreach Services (CLEOS)- This is a new area, which will incorporate:

Outreach Services (OS):

Offers additional childcare options to increase childcare capabilities on and off post. Handles

central registration, waiting list, approved baby-sitter referral, program marketing, parent education options, instructional classes and special needs registration and placement.

School Liaison Office (SLO)

Represents the needs of transitioning students from interstate schools, assisting with transcripts, credit validation, specific Local/military School concerns or issues, impact aid tracking, partnership opportunities.

CYS Strategic Plan Principles

1. Childcare is not an entitlement.
2. Quality care and financial controls are not mutually exclusive.
3. All CYS Programs will be DoD certified.
4. Financial goals and standards will be met for each program and consolidated as one program.
5. The CYS delivery systems (CDC, FCC, SAS, YS, & CLEOS) will work together as an integrated network. On-going communication is needed.
6. All delivery systems will be rightsized (increased, reduced, or stabilized) taking into consideration cost per space, existing resources, installation needs, availability of facilities, mobilization and contingency issues and force protection.
7. Army programs provide unique services i.e., longer hours to support mission requirements, larger per centage of infant/toddler care, hourly care, weekend and evening hours for youth.

8. Fee structure will be in accordance with DoD and DA policy.
9. Input and involvement from parents, children and youth are essential and valuable. Youth and parent advisory councils will be incorporated in developing programs.
10. Priorities for care or services in all systems are: (see eligibility policy/sop.)
11. Operational hours will reflect installation duty hours and needs of the community.
12. All staff will work at full capacity. When ratio levels are low for an extended length of time, staff will be reassigned, dual hatted or the work schedule will be reduced.
13. Special needs children will be included in the activity setting pending SNURT evaluation.
14. Time lag when filling childcare spaces shall be as short as possible through weekly update of enrollment status.
15. SAS is a stand-alone program, which acts as a bridge between CDS and YS to create a seamless delivery program. Both CDS and YS staff support SAS. On-going communication is needed.
16. Youth Services will determine youth needs by being part of an interactive on-going process with community youth and families, utilizing surveys, council meetings.
17. Youth Services will provide a psychologically and physically safe environment.

18. CYS programs will reinforce positive parent values and positive youth behavior while providing programs to assist the Army mission.

TRENDS AND KEY ISSUES

1. Demand and utilization has shifted towards the school age and middle school age group, decreasing for the preschool age and remaining constant for the infants and toddlers. Free public preschool programs are a factor in lack of preschool demand. Those patrons in fee category VI can also find less expensive preschool care off post.
2. Population will decline due to the demolition of Wherry housing during the time needed to rebuild new quarters. Aging civilian work force and average higher-ranking personnel assigned here also impact population growth.
3. Full occupancy of the renovated Quarters has had a slight increase on youth population.
4. Operations in bldg 96 has little to none impact on operations due to employee makeup being largely contractors.
5. Continuing problem with background clearance delays.
6. DPW support, is improving with the contract services. We will continue to request funds for repairs to the buildings which are no longer funded by DPW \$, i.e., replace carpets, floors, roof, playground sand, fences etc. as UFR's. The outsourcing of the DPW has had a negative impact increasing the CYS operational cost for bldg maintenance/improvement, which takes dollars from basic supplies for programs and children's needs.

7. Transportation requirements for the combined CYS programs have been remedied with the purchase of 2 mini-busses.

8. Small waiting list, mainly infants and toddlers. Proposal by the army for future funding will be tied to number of spaces and the ages of children in the spaces. More \$ to be allocated for younger age groups with the higher adult/child ratio.

9. Request for part time childcare is minimal.

10. FCC program has taken a positive turn. We have met our installation goal of 3 homes and will concentrate on certifying homes for extended hours and special needs pending implementation of consistent, subsidy support. As we restructure the Outreach Services /FCC program we will implement an active marketing campaign to recruit off-post FCC referrals.

11. Transitioning of children between age groups continues to be a concern and also between programs i.e. SAS to Middle School to YS. This year 2003, we will begin a formal transitioning process for school age to middle school by providing combined activities quarterly.

12. Outside training opportunities for staff are limited. We will continue to pursue on-line paid trng for staff to get the required continuing education credits needed to maintain the CDA credential. The TACS is attempting other new trng approaches to stimulate a CDC staff that have received yrs of trng.

13. The YS Sports Director has attended national coach's trng and has implemented installation coach trng. Based on National Coaching Standards bi-

annually. The sports director will deliver NYSCA, First Aid, and CPR training for coaches two times a year.

14. There continues to be difficulty getting the teens to commit to dates/events and activities that they have requested. They express their interests and needs at council meetings but do not want to put action to the ideas. The demand of school activities and schoolwork is a priority before any additional YS programs.

15. YS staff offer an outreach fitness program for those children in SAS and CDS offering fun, skill progressive games 2 -4 times a month. This has been well received by parents and staff and children.

16. QYPD monies have been used to pre-pay block time at MWR activities; bowling, swimming pool. This initiative has provided recreational activities at no charge to CYS youth and positively impacted the NIBD of these MWR activities as well as establishing a partnership for future programs.

17. The need for space for summer camp for elementary and middle school ages plus the requirement to provide open recreation activities remain an on-going and unresolved concern.

18. The youth at Ft. Monroe are concerned with the lack of space and how that impacts their programs. They have made this a major teen issue, which has been addressed to the Commander thru AFAP. The addition of a room to the CAC for the youth has been incorporated into the Ft. Monroe strategic plan but the status is difficult to determine.

19. The community has also demanded new sports offerings for younger age groups, 4-7. Soccer and basketball for this age has been added to

meet this demand and enhance the YS sports program.

20. YS sports reflect yearly participation growth, especially in Basketball. The girl's league started as a trial in 2002 was well received and is now offered as a regular activity. Many older teens participate in school-offered sports which impacts on YS- sponsored teams.
21. The overall YS program had emphasized more Rec/Leisure activities but with new IYET standards received June 2002 and membership in Boys and Girls Club and 4 -H programs we are working on a programming shift incorporating these new initiatives.
22. There is also the perception that the youth are frequently displaced from their space to accommodate other programs in the bldg because YS is a tenant in the bldg. This continues to be an issue.

CYS 2003 Strategic Planning Goals and Milestones:

Goal 1. Monitor and strive to improve utilization rates and rightsizing all programs

Goal 2. Maintain high quality programs and services in all programs while maintaining affordability and accessibility.

Goal 3. Improve customer satisfaction in all programs.

Goal 4. (New 03) Increase family participation and involvement.

CYS Milestones for meeting Goals:

Outreach Services Program

- Revise Parent, Child, and Staff handbooks per each activity: MAR 03 (3)
- * Update Trifolds, brochures and individual activity marketing MAR 03. Complete YS/SAS summer camp info April 03(3)
- Expand CYS/SLO program marketing by coordinating through Outreach Services Dir. to Casemate, DCA marketing manager on-going (2)
- Continue to advertise CYS centralized Registration office, evaluate operational hours to best support the customer May 03 (2 & 3)
- Sports Registration will remain in bldg 221 (2 & 3)
- * Cross train other CYS admin.clerks to assist with central registration process Apr 03(2&3)
- ◆ Continue to coordinate waiting list to maximize space utilization, on-going. (2 & 3)
- ◆ Pursue Family Network for data, statistics Apr 03
- ◆ Order equipment/furniture as needed by May 03
- ◆ Implement new CYSMS trng as soon as it becomes available. (1,2,3)
- ◆ In conjunction with SLO Develop Mobilization and Contingency plan plus severe weather plan June 03 (3)
- ◆ Training, Curriculum and Programming Initiatives

Coordinate IET Installation Evaluation Team: CYS MAY 03 and July 03(SAS) (2 & 3)

Coordinate Month of the Military Child Activities for CYS Mar 03

Revise and update Developmental Program Plan (DPP) ongoing

Continue quarterly trng report and staff review IDP documentation,

Coordinate CYS Annual Trng Plan with YS, SAS and CDC Aug 03(2)

CARAT Mar 02(2,3) due again March 05

Implement program assessment tools ITRS, ECERS, Boys and Girls Club commitment to quality,

standards of organizational efficiency APR 03(2 & 4)

CYS Program Directors

- Satisfaction Survey: CDC FEB 03 & after summer camp for SAS and YS Aug 03 for both parent and child, YS develop a survey for the YS kids and parents for future programming initiatives. Middle School Feb 03, Teens Apr 03, FCC Nov 03 Sep 02(3 & 4)
- All activities due Organizational Climate Survey - July 03
 - * Parent Advisory Board Mtg.- Nov 02, Mar 03, May 03, Sep 03(3 & 4)
 - * Review Quarterly Training Report - Dec, Mar, June, Sep (2)
 - * Provide input to Annual Fee policy - Dec (2) TRADOC Fee Report Feb
 - * Revise/incorporate revision to Annual CYS Trng Plan - Aug 03(2)
- Continue DA standardized Trng ongoing (2)
- SAS submit Reaccreditation Application Feb 04(2,3)
- Submit work orders, purchase requests for facility and equipment improvements Mar 03(2)
- Ensure CYS kitchens are functional and meet standards for fire, safety, and health. Address staffing and equipment June 03
- USDA summer menus approved May 03
- Implement USDA infant menus May 03
- USDA Middle School and Teen food prog June 03
- Initiate staff self evaluations bi-annually
- Update SOPs for security Sep 03
- Perform a real live evacuation exercise June 03 (1)
- SAS and YS update and dev. DPP on-going
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- YOUTH SERVICES specific
- Implement & continue Nat'l Coaches Trng - as needed (2)
Red Cross trng (optional) as needed (2)
- YS standards assessment- Commitment to Quality Mar 03(2)
- Councils minutes and action plans i.e. Middle School, Teen Councils ongoing (3)
Regional Teen Discovery Aug 03(2)
TRADOC Teen Discovery May 03(2)

Sponsor SAS and MS youth for 4-H Summer Camp APR 03
Recruit, train jr counselors May 03 (2 & 4)
Review Computer lab standards, SOP's, equipment MAY 03 (1,2,3,4)

SCHOOL Liaison

Determine Installation needs: on-going
Establish community connections w/local school systems ongoing
Expand and continue PIE on going
Coordinate regional and inter-service SLO partnerships -ongoing
Attend state FEB 03 and national, military conferences APR 03(2 & 3)

Family Child Care

Coordinate and develop with the state and city to incorporate off post home referral Sep 03

Conduct quarterly FCC recruitment and Orientation

Implement Subsidies once funds are available
These milestones will be added to, revised, eliminated etc. every yr.

FCC Army Accreditation Sep 04 (1,2,3, & 4)
FCC Military Home Accreditation 05
FCC provider CDA 04

Other initiatives:

Expansion to Youth Services facility Aug 03

Car seats for mini -bus Sep 02

Separate training room Aug 03

Completion of playground resurfacing Sep 03 and Sep 04

NEW YS/SAS facility Aug 2009

New CYS playgrounds Aug 2010

New ADP equipment for computer labs Aug 2005

Youth Sponsorship program Aug 04

Youth Career Options Aug 02